



- Contemplating tomorrow's second anniversary of the 9/11 terrorist attacks. Opening-day activities were underway at this exhibition on that date two years ago. None of us, I am sure, will ever forget the precise time and details of how we learned the terrible news of what transpired in New York City, in a field in Pennsylvania, and at the Pentagon.
- In reflecting upon this anniversary here in the national capital of a special friend and steadfast ally, we also do well to remember how important multinational defense is to our ability to safeguard mutual national-security interests in our increasingly connected—and dangerous—world.
- That linkage is the theme for this stimulating international conference.
  - Also points to the wisdom of John Donne's sentiment four centuries ago that "No man is an island, entire of itself."
  - The national defense and homeland security implications of the 9/11 terrorist attacks remind us that the global war on terrorism has profound implications internationally for all who love freedom and enjoy the blessings of democratic government and individual liberties.
- Post-9/11 mandate to transform the Coast Guard to improve its ability to perform its global mission—national defense, homeland security, and other traditional missions.



# The Mandate for Transformation



- **Global War on Terrorism**

- **Maritime Homeland Security**



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## Expanded USCG homeland security mission

- Broadened mandate for high-demand/low-density force
- Supports U.S. *National Strategy for Homeland Security* and *Coast Guard Strategy for Homeland Security*

## Immense U.S. maritime border compounds challenge

- 95,000 miles of shoreline
- 25,000 miles navigable waterways
- 361 seaports; 55 militarily & economically strategic
- 3.4 million square miles of EEZ
- Gateway for 95% noncontiguous U.S. trade (\$750 billion annually/GNP)

## Heavy workload in traditional mission set

- National Defense: Global War on Terrorism/Operation Iraqi Freedom
- Drug interdiction, Search & Rescue, maritime safety, marine Environment

## High tempo will continue in traditional missions

- G-8 Meeting, June 2003: Improve marine conservation, sustainable fisheries, tanker safety, pollution prevention
- *All* nations must be part of *common* solutions



# The U. S. Coast Guard Today



- **Multi-mission, law-enforcement authorities, unique instrument of U.S. national security**
- **Transition to Department of Homeland Security: “One team, one fight!”**
- **Modernization and transformation**

## Coast Guard: Unique instrument of U.S. national security

- Law-enforcement authorities and responsibilities
- Military, maritime, multimission
- Bridge seam between homeland security and homeland defense

## Realigned under DHS: Lead agency maritime homeland security

- Unity of effort, clear lines of command, layered defense
- Multifaceted approach to push maritime borders outward
- Ridge: “One team, one fight” involving 21 other agencies

## USCG: Much in common with other navies

- Aging inventory of surface and aerial platforms
  - Medium and high endurance cutters: 30 years average age
  - Fleet older than all but 2 of 39 comparable worldwide fleets
  - Expensive to operate, difficult to maintain, less reliable
- Need affordable and effective modernization and recapitalization
  - Improved capabilities and capacity for higher op tempo
  - Modern C4ISR to enable net-centric operations
  - Must manage risk wisely/employ forces most effectively
  - Interoperability key: U.S. Navy, joint, coalition



# Integrated Deepwater System



- ***Assets linked together for full interoperability.***
- ***Shoreside fusion centers link with other agencies.***
- ***Improved efficiency of Coast Guard assets by providing near-real-time information and a Common Operating Picture (COP).***

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## Integrated Deepwater System

- Progressive modernization and recapitalization
- Originally planned as 20-year, \$17 billion program (FY 98 dollars)
  - 3 classes of cutters and associated small boats
  - Upgraded patrol boats
  - Modern fixed-wing aircraft, new and upgraded helicopters
  - UAVs
  - C4ISR
  - Integrated logistics as a driver of design

## Highly integrated acquisition strategy

- Sustainment of legacy assets during low-risk transition to new platforms
- Air, surface, C4ISR, logistics domains
- New enabling technologies (UAVs, C4ISR)

## Deepwater C4ISR as key enabler

- “Price of admission” for net-centric operations
- Common operating picture
- Maritime domain awareness
- Interoperable. Compatible with federal, state, local agencies



# Acquisition Strategy



- **System of systems**
- **Maximize operational effectiveness at lowest total ownership costs**
- **Performance-based requirements**
- **Cost as an independent variable**
- **C4ISR: The price of admission for network-centric operations**
- **Strong Navy-Coast Guard collaboration**

Goal: Lowest TOC, maximize operational effectiveness

- Performance-based requirements for system of systems
- Cost as an independent variable (fixed \$500 million annually)
- System-wide capabilities vice platform-centric acquisition:

People, Partnerships, Performance

- Learning organization, human-capital mgt, leverage diversity
- Fully address *human-systems integration* at start of design stage
- Process improvement, mission accomplishment, communications
- Good *stewardship* and *accountability* : Balance cost, schedule, and performance with the need to serve the customer—the fleet

ICGS: Lockheed Martin/Northrop Grumman

- Leverage innovation, state-of-market technologies
- Performance-measurement plan
- Open communication and trust critical to partnering relationship

Partnership with U.S. Navy: Collaboration, cooperation, compatibility

- National Fleet agreement
- PEO IDS-PEO Ships memorandum of agreement





## Current Status



- **Operationally and technologically superior platforms will improve operational effectiveness**
- **Strong support from DHS, Bush administration and Congress**
- **Steady progress in all IDS domains in 2003**

### Steady progress in all IDS domains during 2003

- Two contracts for detail design/purchase of long-lead materials for delivery of first National Security Cutter in late 2006.
- Four 110-foot Island-class patrol boats at Bollinger Shipyard for conversion to 123-foot vessels.
- Prototype for new seven-meter Short Range Prosecutor (SRP) delivered and conducted underway trials in April. Delivery of the first production SRP to the fleet late this year.
- Will transform Coast Guard aviation through selected upgrade of legacy fixed-wing aircraft and helicopters, and the progressive introduction of new and more capable platforms. Delivery of two stock airframes for CASA CN235-300M MPA scheduled for 2006.
- Bell Helicopter awarded contract for Eagle Eye tilt-rotor, vertical-launch unmanned aerial vehicle (VUAV) to commence concept and preliminary design work for the first phase of the UAV portion of IDS.
- Lockheed Martin's new Development, Integration, and Test Center in Moorestown, N.J., opens late this year.
  - More efficient systems integration and cost-effective C4ISR development.
  - Unmatched capability to conduct surface system integration, testing, and interoperability testing across the full range of Deepwater systems.



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### Partnerships and joint competencies key to IDS acquisition strategy

- Develop compatible navies and means to share information in a networked coalition force of ships and aircraft.
- NATO: Many examples of benefits of cooperation and common purpose. During Operation Iraqi Freedom, 65 ships from coalition nations joined 175 U.S. Navy ships and U.S. Coast Guard cutters assigned to the U.S. Fifth Fleet. Followed similar operations in Afghanistan in 2001 and 2002.
- U.S. Coast Guard encourages foreign partnerships through Deepwater International Office--program's arm for international engagement and foreign military sales.
- Serves as important link between overall U.S. Coast Guard acquisition effort and the overseas community. Ultimate goals:
  - heightened cooperation and interoperability with U.S. allies
  - increased efficiency of acquisition
  - worldwide visibility of the technological superiority in maritime domain awareness that the Deepwater program will bring to the first half of the 21st century.
- Widespread international interest in IDS



# The Bottom Line



Never Forget Why We Do What We Do



*Providing the Best Equipment for the World's Best Coast Guard*

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President Bush: "... National priority to recapitalize the Coast Guard." This emphasis is consistent with what he has described as his "highest and most urgent priority: To protect the homeland for the American people."

Deepwater's goal is to provide the best equipment to what we consider to be the world's best Coast Guard.

Events of 9/11 represented a watershed in the world's 21<sup>st</sup>-century national-security environment. World did not change, really; it became clearer.

- Unprecedented common threats to both national and collective security
- Must transform today's military to face asymmetric threats
- Multinational defense remains important in our increasingly connected world

Coast Guard's Integrated Deepwater System's net-centric, system-of-systems model is well-suited to the challenges at hand. Global war on terrorism will be a long conflict, but—with our coalition partners and allies-- we *will* prevail.